



# Leadership In Small Business

## Triumphs, Challenges and Tribulations

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# What Makes a Good Boss



# Traits of a Good Boss

1. **Good Listener** - You need to be a good listener to manage people. Only then can you truly assess your employees needs and meet them.
2. **The Blame Stops Here** - A good boss when confronted with a problem will not point finger at one of their employees. They absorb the blame on themselves and the whole department. Finger pointing goes back to grade school. Problems could also show issues within the department which the manager should be taking responsibility for.
3. **Get Their Hands Dirty** - When the boss can roll up their sleeves and help their employees when deadlines arise, they are a great boss. They truly understand that unless the job is done and done by all, they have not done their job.
4. **Mentor** - A good boss is one that becomes the mentor of their employees. This is a skill and trait that businesses are not looking for in managers, but all the good ones have. They grow and develop their team to be the best that they can be.



# Traits of a Good Boss Con't

- 5. Communicate** - Since communication skills are at an all-time low, a manager who can communicate is a gem. They keep their employees informed so that they are not caught unaware and the whole department look bad. This also goes to keeping in touch with each employees individually instead of waiting for their review times.
- 6. Good Morale** - You can also tell who has the good boss, by the morale in the department. Not saying that they won't have their low times, but they will enjoy their job altogether.
- 7. Provides Resources** - A good manager makes sure that their employees have the resources on hand to get their jobs done. There are times when the company does not provide those resources to the manager what you then want to do is think outside that box and still manage to help the group get the job done.



# Traits of a Good Boss Con't

- 8. Knows What's Going On** - A manager should not be caught unaware of issues and even accomplishments in their department. If they are, then they are out of touch with them.
- 9. Recognizes Employees** - A good boss regularly lets their employees know that they are appreciated and not just at times of their yearly reviews. You'll lose good employees if you do that.



# Traits of a Good Boss Con't

Unfortunately, most of us would say that we have rarely had a manager that showed these traits. I've had a few and I've cherished them. They are the manager that we want to imitate.





# Money is Good, But A Good Boss is Better



# Three Categories of Bad Boss

"A bad boss.  
Me? You really  
think so?"



Doesn't know  
he's bad.

"I could do  
better. I  
just wish I  
knew how!"



Knows he's bad.  
Wants to improve.

"It's my way  
or the  
highway!"



Doesn't care  
either way.



# Traits of a Bad Boss

1. **Sound 'n' Fury** - The screamer boss seems to think that he will get his way if he raises his voice to an unconscionable level.
2. **Fear Factor** - People do what a “fearsome” boss says because they’re afraid of him, which actually encourages further intimidation.
3. **The Manipulator** - Also known as the Machiavellian boss, this type is extremely intelligent and one of the most dangerous. The manipulator boss is highly focused, very motivated, and always had a secret plan. He looks at people as a means to an end.
4. **Busy Bee** - He is someone who impulsively demands control over situations and then cuts off your answer in two minutes because he doesn’t have the time to discuss it. He frequently asks you to write reports on your progress, but will rarely remember that he’s asked.



# Traits of a Bad Boss Con't

5. **Power Crazy** - He is a megalomaniac. You'll notice the engraves gold plate on his office door, desk, and chair proclaiming his rank. He might take outrageous liberties like having an employee clean his car.
6. **Mr. Bumble** - The bumbling boss is the dunce of the bosses. The best way to deal with a bumbling boss is to help him get promoted. When they get promoted, they are notorious for promoting people underneath them. Besides, sooner than later, executives will see your boss for the dunce that he is, and he'll be shipped off somewhere else.



Which Would You Prefer...

A Great Team with Good  
Players or a Good Team  
with Great Players?



# Great Players Good Team



Natacha Pisarenko / AP



# Great Team Good Players





# Great Players



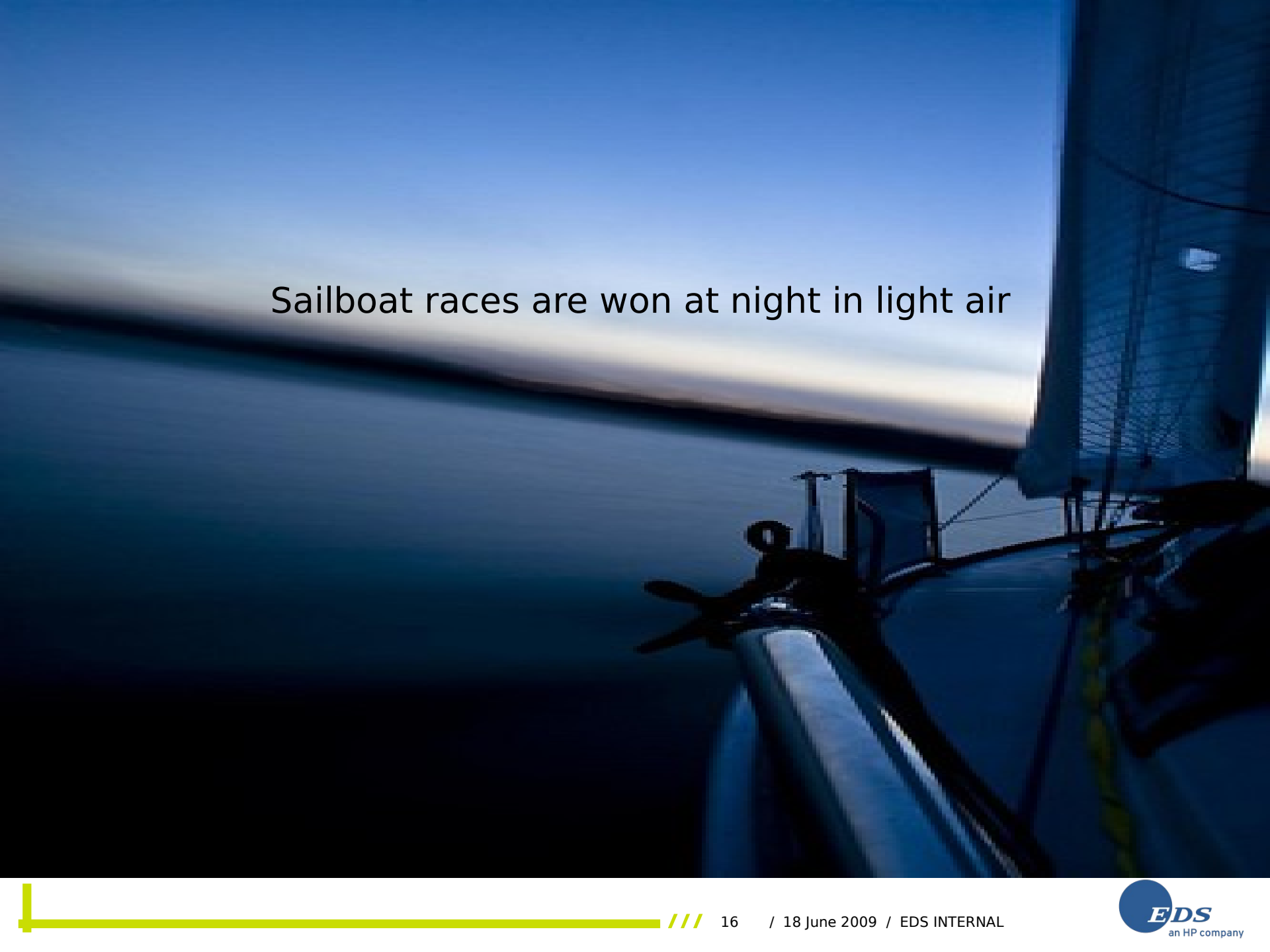
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# Great Team


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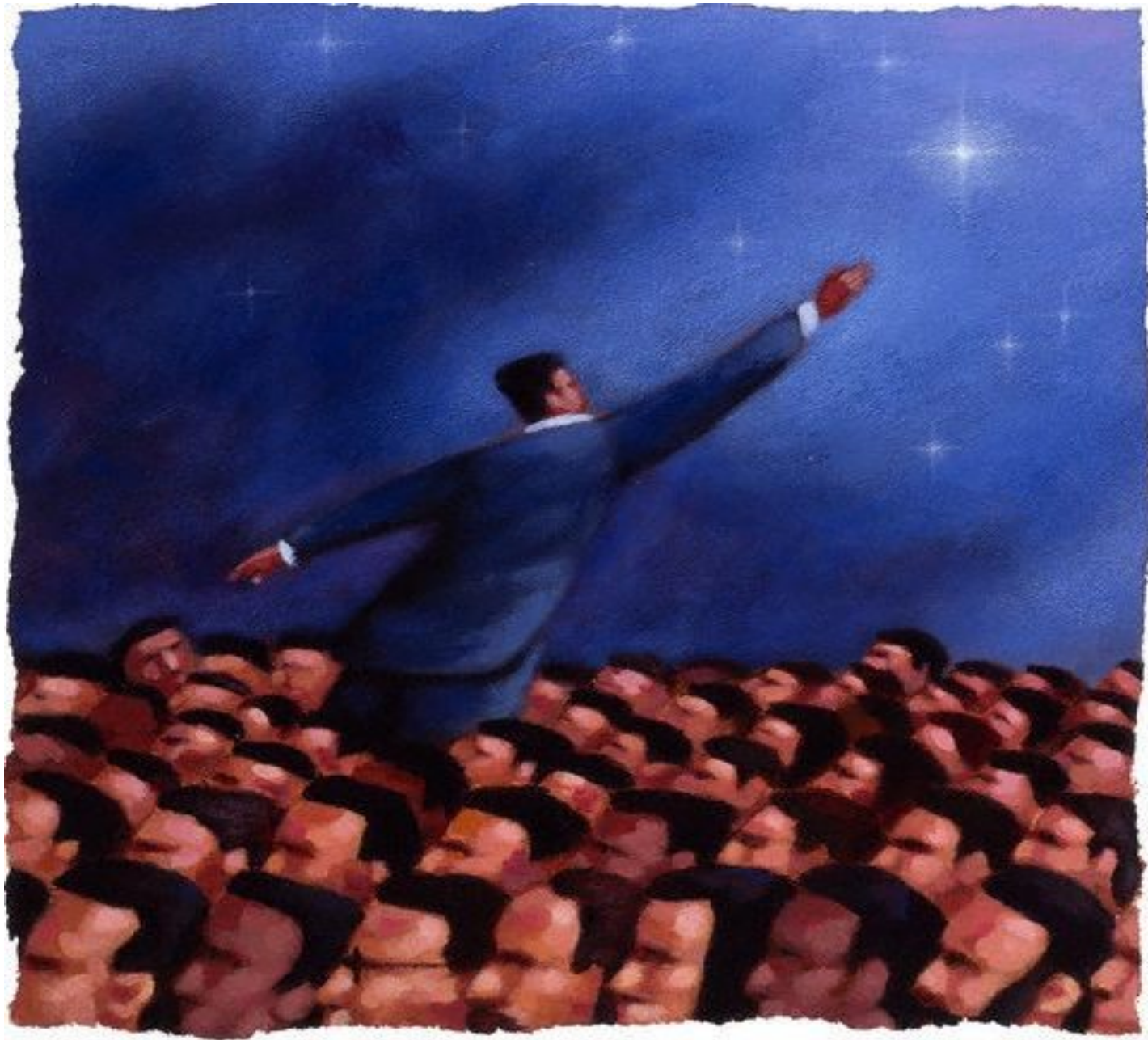


Sailboat races are won at night in light air



What do you think  
about when you have  
nothing to think  
about....

That's what your  
passionate about



# Five Levels of Leadership

## Level 1

### Highly Capable Individual

*Makes productive contributions through talent, knowledge, skills, and good work habits*

## Level 2

### Contributing Team Member

*Contributes to the achievement of group objectives; works effectively with others in a group setting*

## Level 3

### Competent Manager

*Organizes people and resources toward the effective and efficient pursuit of predetermined objectives*

## Level 4

### Effective Leader

*Catalyzes commitment to and vigorous pursuit of a clear and compelling vision; stimulates the group to high performance standards*

## Level 5

### Executive

*Building enduring greatness through a paradoxical combination of personal humility plus professional will*

*"The task of the leader is to get his  
people from where they are..."*



*"...to where they have not been."  
- Henry Kissinger*

# Understanding the Four Options Available to Leaders

		<u>Stages of Followership</u>
		<u>Maturity</u>
<b>1. Telling</b> Followers	→	Unable and Unwilling
Leader directs task accomplishments		
<b>2. Selling</b> Followers	→	Unable but Willing
Leader provides explanation and clarification		
<b>3. Participating</b> Followers	→	Able and Unwilling
Leader requests input for making decisions		
<b>4. Delegating</b> Leader provides explanation and clarification	→	Able and Willing Followers







# Five Components of Emotional Intelligence

## **Self-Awareness**

- *The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others.*
- *For example, know the background of the people with whom you are negotiating*

## **Self-Regulation**

- *The ability to control or redirect disruptive impulses and moods.*
- *You just lost a deal-how do you deal with your team?*

## **Motivation**

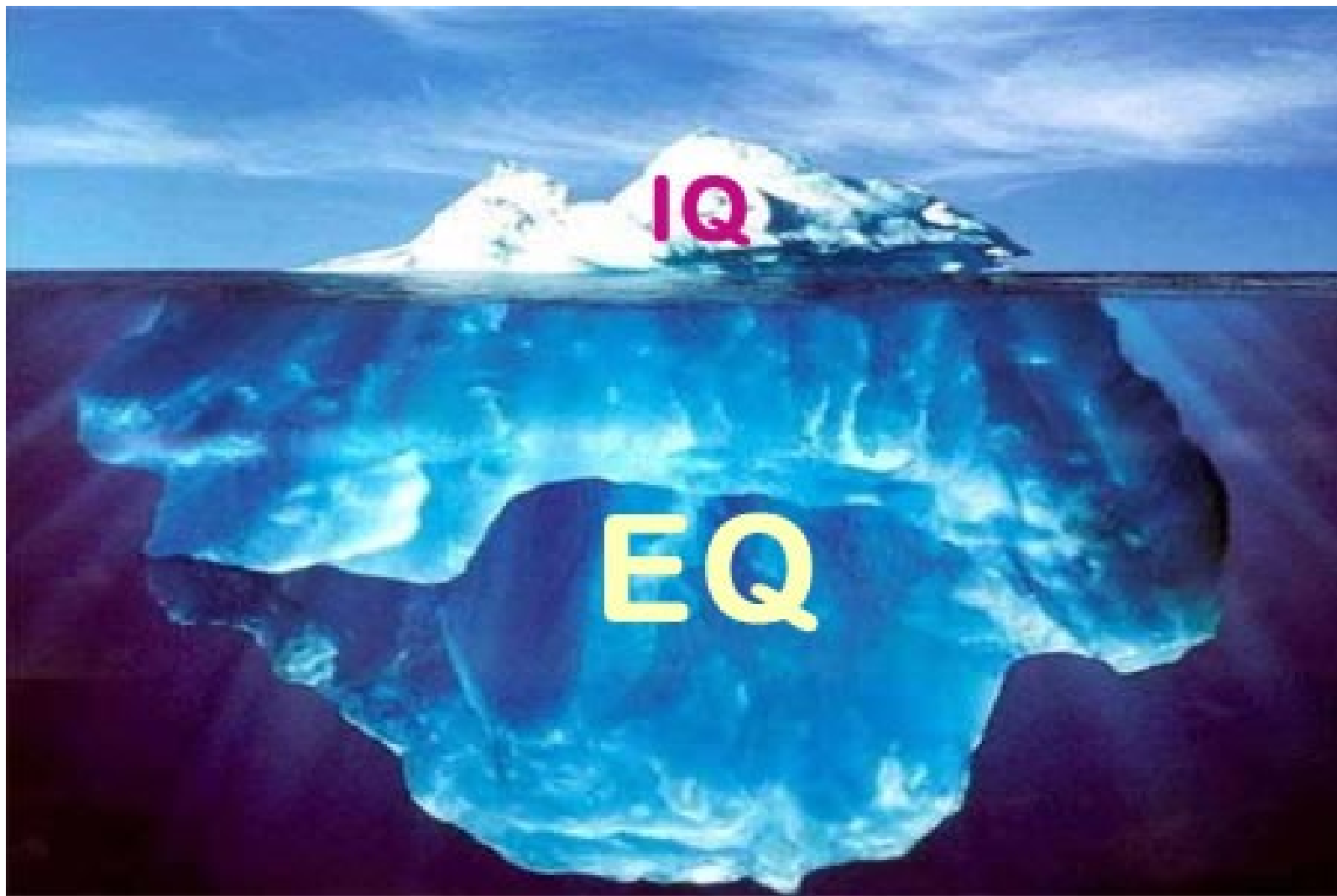
- *A passion to work for reasons that go beyond money or status.*
- *What is your bully pulpit? How do you get the attention of others?*

## **Empathy**

- *The ability to understand the emotional makeup of other people.*
- *Been there-done that. Walk in the moccasins of others*

## **Social Skill**

- *Proficiency in managing relationships and building*





# EXCELLENCE

Do You See A Man With Dreams In His World?  
He Will Show Beyond Kismet

eds.com

# Excellence is a Form of Deviance

*If you perform beyond the norm, you disrupt all existing control systems*

*Those systems will then alter and begin to routinize your efforts*

*The systems will adjust to make your efforts normal*

*The way to achieve and maintain excellence is to deviate from the norm*

*You become excellent by doing things that normal people don't want to do*

# Excellence is a Form of Deviance (Con't)

*You become excellent by choosing a path  
that is risky and painful*

*A path not appealing to others*











# Leading with Your Talents and Strengths

- Self-awareness of leadership strengths and talents (the what)
- Knowledge of the philosophy of talent (rooted in positive psychology) (the why)
- Ability to apply strengths in leadership (the results)
- Confidence in applying individual top five strengths in leadership (the how)
- Understanding the value of diverse points of view, experiences, strategies, and expressions of leadership (the results)
- Understand the factors that influence “bad” or “toxic” leadership—including those that stem from good intentions



# The Five Dysfunctions of a Team

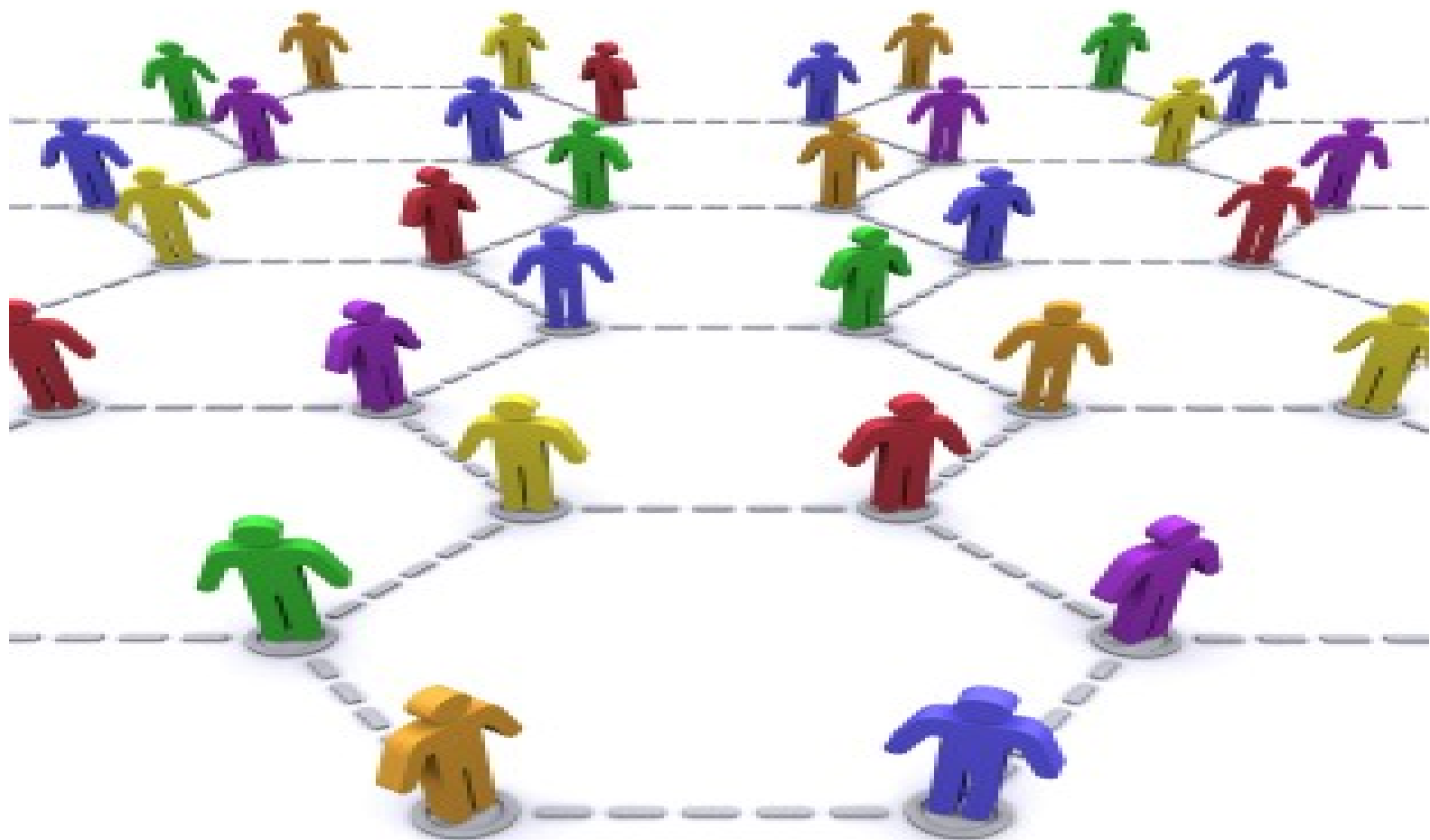




# Ethical Decision Making in a Small Business Environment

- How important is ethics in the business and organization in which you are involved?
- How can people in your organization learn to be more ethical?
- What is the leaders job in modeling and discussing ethics?
- Develop a list of challenges that exist for people as they strive to make ethical decisions. Are some components more difficult to navigate than others? Why? Are some easier? Why?
- What is the difference between ethical reasoning and ethical action?





# Leadership Networks

- How important is it to diagnose the network needs of your small business?
  - Identifying the gaps between your needs and your current network
- Understand your network: Set of relationships critical to your ability to get things done
- Effective business leaders learn to employ networks for strategic purposes
- Be proactive: All encounters are opportunities to broaden your network
  - Focus on the value you add to the network
  - Have something to trade
  - Give back to the network (not just the individual)
- Take a long term view: Begin building relationships before you really need them

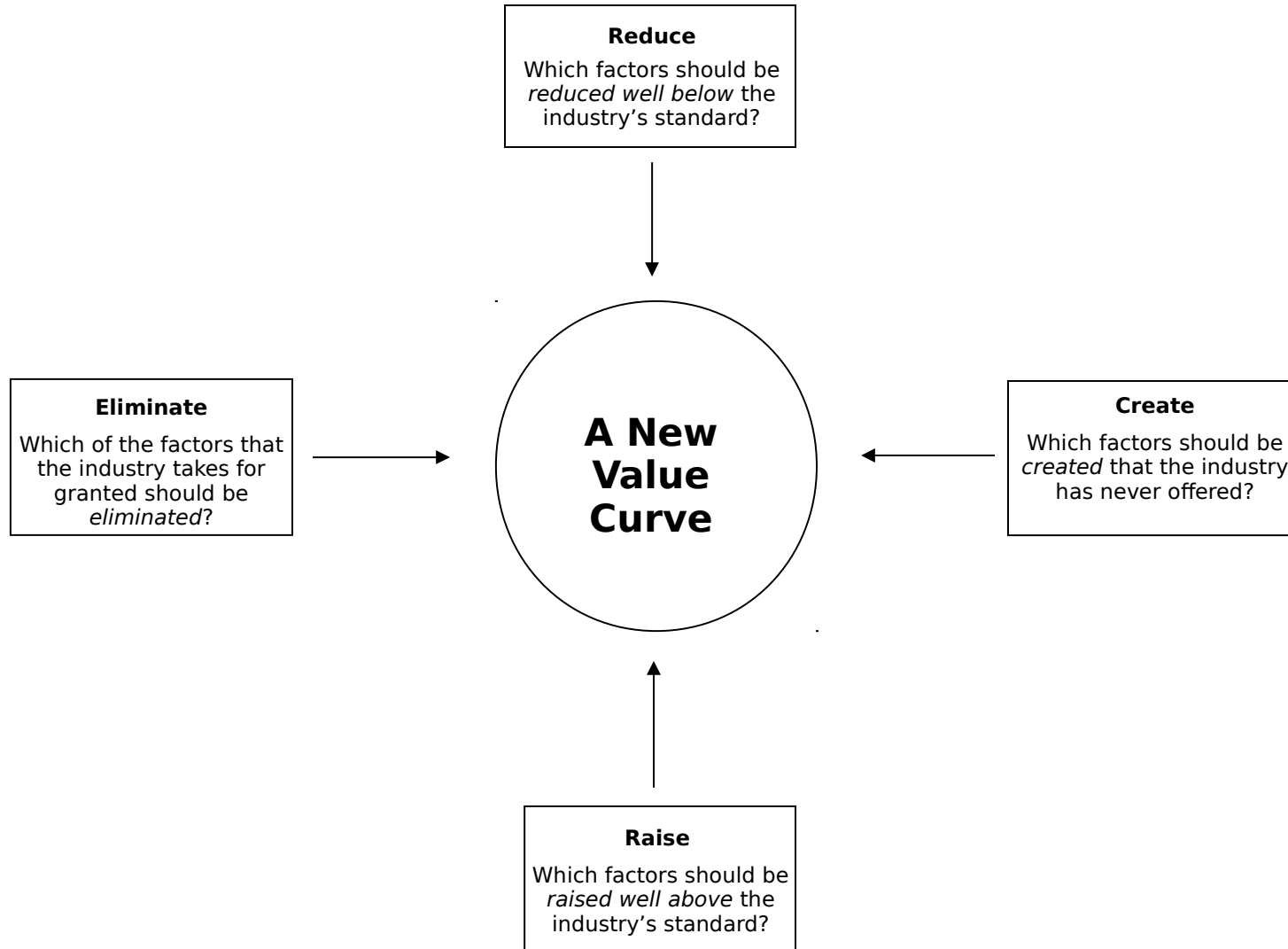
# BLUE OCEAN STRATEGY

How to Create  
Uncontested Market Space  
and Make the Competition Irrelevant

W. Chan Kim • Renée Mauborgne

HARVARD BUSINESS SCHOOL PRESS

# The Four Actions Framework



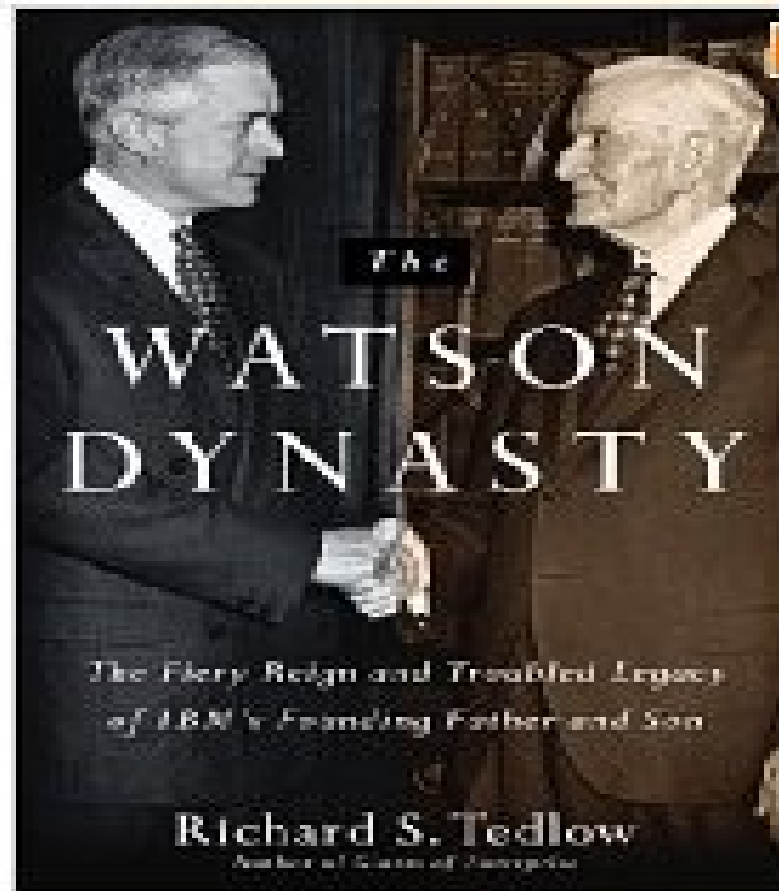
# Leadership as Influence

## **Influence Strategies for Creating a High Commitment Workforce:**

- Explore our most fundamental assumptions about motivation, leading and human nature
- Understand how our style of leadership is often based on an increased awareness of our basic assumptions about people and what motivates them
- Explore different bases of power, influence and persuasion, and examine their impact on employee commitment and productivity
- Discuss how different leader influence styles are appropriate for different people and different situations
- Explore difficulties inherent in using indirect influence strategies when one is used to using direct influence

# What is Your Companies Legacy

Click to **LOOK INSIDE!**





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